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Forward ... from the Sea

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SPECIAL FEATURE:

SECNAV Spells Out His Ideas for the Navy

By Journalist 1st Class Craig P. Strawser, Naval Media Center

WASHINGTON (NNS) — The Honorable Gordon R. England was sworn in on May 24 as the 72nd Secretary of the Navy. He recently sat down with Navy journalists in Washington, D.C., in an effort to get the word out to Navy and Marine Corps personnel on where he stands on several of the key issues affecting them.

England explained that he has four key emphasis points he will be focusing on during his time as Secretary of the Navy. They are people, combat capability, technology and business practices.

"The most important asset in the Navy is the people," he said. "If we have an aircraft carrier or a submarine tied up to the dock, we may have spent billions of dollars to develop and buy that particular platform or product, but the value of that product to the nation is zero. Those very expensive platforms have no asset value to the country until we put highly trained and motivated, capable people on board. Then they have terrific asset value to the nation. It's the people that make them valuable. That's why our people are our most important resource.

"Those people are in the military to provide us with a combat capability so that we

can deter, protect and defend the United States, as well as train for and if necessary fight the nation's wars," England said.

According to England, the government has increased the support structure of naval forces and the entire U.S. military, but they have let the combat capability deteriorate.

"Combat capability is very important," he said, "and I have an emphasis on combat capability because, during at least the last 10 years, the combat capability has continued to diminish."

His objective is to concentrate on combat capability, incorporating the very best technology this nation has to offer, and applying the very best business practices to make all of this affordable.

"It is expensive to run an enterprise like we have today," England said. "We have to run efficiently and effectively so that we will have the resources to have the very best people, the very best combat capability, and the ability to incorporate the very best technology," he added.

When asked what business practices he thought would benefit the Navy and Marine Corps the most, England said, "We need to look at our full range of business practices. In my experience, the most



The Honorable Gordon R. England, Secretary of the Navy.
Photo by Photographer's Mate Chief Delores Parlato

successful large corporations in the world, companies as large as the Department of the Navy and larger, are the most efficient companies. They bring products to market quickly, incorporating the latest technology, spending money on research and development for the future, and making decisions quickly. They are very efficient in their management practices."

He said that there is a direct parallel between the way these companies operate and the way the Navy can operate.

"If the Department of the Navy were very efficient in everything we did, we would be more effective," England said. "There's not an unlimited pool of money for any of our military services.

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Task Force EXCEL Opening for Business

By Lt. Cmdr. Gary Kirchner, Task Force EXCEL Public Affairs

WASHINGTON (NNS) — The Task Force for Excellence through Commitment to Education and Learning (EXCEL) is about to open for business.

The initiative is Chief of Naval Operations Adm. Vern Clark's intent to revolutionize training Navywide, so that Sailors have the resources to excel and the Navy maintains a sharpened state of readiness.

"We've started the revolution in Navy training," said Vice Adm. Alfred G. Harms Jr., Chief of Naval Education and Training (CNET). "We are in the process of finalizing locations, manning and determining specific taskings for the five cells comprising our implementation team."

In September, Task Force EXCEL

will open "implementation cells" in San Diego; Washington; Norfolk, Va.; Orlando, Fla.; and Pensacola, Fla. Each cell will vary in size according to need, with an average of 10 to 20 staff members.

Rear Adm. Harry Ulrich, presently serving as USS *Enterprise* (CVN 65) Battle Group Commander, will assume command of Task Force EXCEL in mid-September. He will head the coordination efforts for the implementation team, as well as work policy and resource issues with the OPNAV staff.

"Rear Adm. Ulrich is perfectly suited for this job," said Harms. "He brings with him many years of fleet experience, and a passion to empower our Sailors and

improve our Navy. He will provide Task Force EXCEL innovative leadership as we move ahead."

The implementation cells in Norfolk and San Diego will work directly with the fleets, spearheading pilot projects and initiating long-term training and education improvements.

The human performance cell will be established in Orlando, Fla., at the Naval Air Warfare Center, Training Systems Division. Working closely with the entire implementation team, the human performance cell will be responsible for researching and developing performance requirement solutions that will accurately address fleet

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6th Fleet Completes Black Sea Port Visits

By 6th Fleet Public Affairs

MEDITERRANEAN SEA (NNS) — Sailors often join the Navy to see the world. However, only in the last decade has the U.S. Navy begun routine port visits in the Black Sea. Even now, after the Iron Curtain has been pushed aside, Black Sea port visits are rare opportunities for Sailors of the 6th Fleet, who recently completed a deployment to the region.

So as the flagship USS *La Salle* (AGF 3) and the embarked Commander, U.S. 6th Fleet and staff transited the narrow Bosphorus Strait, which separates Europe and Asia to emerge into the Black Sea for a five-country deployment in mid-August, few knew exactly what to expect.

"We are here to show our presence, be ambassadors of goodwill and show people that we are



USS *La Salle* (AGF 3).

U.S. Navy Photo

interested in fostering stronger ties with them," said Information Systems Technician 3rd Class Jaime Martinez of Santa Fe, N.M., during *La Salle's* first port call to the region since 1998. "People will remember Americans favorably if we leave a good impression."

That mission of diplomacy was repeated throughout the entire 17-day, five-country deployment to the Black Sea. From Istanbul to Novorossiysk, Russia, to Sevastopol, Ukraine, and on to Constanta, Romania, and Varna, Bulgaria, U.S. Sailors brought messages of peace,

friendship and an opportunity to find common ground.

One global area of common ground is a shared devotion to family. One way visiting *La Salle* and 6th Fleet Sailors expressed that shared devotion was to volunteer liberty time to offer assistance to projects routinely centered around family and children in every country they visited.

"It's the best birthday present I can get — spending time with children," said Machinist's Mate 3rd Class Najm Lewis from Willmington, Del., who spent her 19th birthday with several other Sailors playing with and distributing arts and crafts supplies to children living in an orphanage on the outskirts of Novorossiysk, Russia.

"Anything to help out the kids is worth the effort,"

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There is a practical limit in terms of money we spend. We have to spend that money wisely. The better we spend it, the more we have for our combat capability. Myself, the CNO and the Commandant of the Marine Corps will be working very hard to bring about as much efficiency as we can. If we can be more efficient, the Department of the Navy will be more effective in what we do."

England also said that safety was a very important issue to him. "It's at the top of my agenda. Given that people are our most valuable and precious resource, we can't let our people get hurt. We don't let accidents happen to the people we love and care for. People are very important in our enterprise. We need to make sure that we take care of them." He said that it is important to have the right procedures, equipment and training in place, as well as providing the supervision necessary to minimize accidents.

"It's one thing to have someone injured when training for a mission, where the training itself is hazardous because we're duplicating combat situations. In my mind, however, it's inappropriate to have a truck fall off a jack onto someone, or have a vehicle tip over because of the way we operate. Both on and off the base, safety is very important," he said.

The Secretary of the Navy argues that safety is an ethical issue, and challenged the entire Navy to be more focused on its people and their safety.

"It's inexcusable to have accidents happening to

people in this enterprise," he said. "I am the chief safety officer of the Department of the Navy. Everyday, I am going to focus on safety, because our people are important, and I don't want things to happen to them.

"We have a very young force, with a lot of energy and enthusiasm. A lot of younger people don't feel as vulnerable as you do when you start to get older. Therefore, they have a higher

personally excel at whatever they do, than the organization will excel. It's very important to have an environment that they can excel in."

He said that a large part of creating that environment is treating everyone with dignity and respect.

"An important attribute of that is the understanding that no one person is more important than anyone else," England added.

"When I was in my

Sailors or the leadership, he emphasizes this point.

"Another part of my beliefs is that everybody born on this earth is equal. I say that because we all have about the same amount of time. That time is not renewable. Once you spend it, you never get it back."

SECNAV said that when men and women give that time to their nation, in the military, they are making a conscious choice to give up a portion of their lives in defense of the ideals of this nation, and the people of the world.

"What better thing can they give," he asked. "I sincerely appreciate what people do every day for our military, our nation, and for all the people of the world. Not only do I appreciate it, I believe there is a grateful nation that appreciates what they do every day. I thank them for their efforts."

So what does the new Secretary of the Navy expect from the Sailors and Marines in the fleet?

"I believe the message will go out, that this is how I want our people to treat each other," he said. "I would like for everyone, by their actions and relationships with each other, to live out 'dignity and respect.'"

England said that he hopes to set an example for the Navy and Marine Corps to follow.

"When I testified before congress, I commented that I pledge to be forthright, honest and direct with everybody and in every circumstance. This is part of that philosophy of dignity and respect."

Secretary England added that it's important for today's

"We spend a lot of money and energy on force protection. We need to also spend a lot of time and energy on safety issues that impact our people."

***—The Honorable Gordon R. England,
Secretary of the Navy***

statistical rate for accidents. These people are valuable to us. We need to keep impressing upon them that they are vulnerable, and we need them, both in their business and personal life, to be as responsible as they can to avoid injury.

"We spend a lot of money and energy on force protection. We need to also spend a lot of time and energy on safety issues that impact our people."

When he testified to congress, England made it a point to talk about the importance of treating everyone with dignity and respect. This is an issue that SECNAV is passionate about.

"I believe that it is important in all successful organizations to provide an environment where people can excel," he said. If people can

commercial business a short while ago, I used the military as an example to help people understand this concept. In the military, you salute the rank, not the person. It is the positions that are important. Some positions are more important than others are, because there is authority and responsibilities that go with that position, but no one person is more important than anyone else.

"This sets the way we should deal with everyone. We should treat everyone with dignity and respect, all the time. This has been a tenant of my beliefs for a long time. It is very important to me, that all of our people have the opportunity to personally excel."

England added that every time he gives a talk, and every time he has an opportunity to meet with

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said *La Salle* Information Systems Technician 1st Class Tony Morgano of Brookpark, Ohio, who was one of several volunteers taking part in every Black Sea community relations project conducted. "I think it also presents a positive image for America."

Another group of Sailors presenting a positive image for America and the U.S. Navy in the Black Sea region was the 6th Fleet Band. These musical ambassadors spoke in the international language of music and entertained thousands during their 27-concert itinerary.

"It feels great to represent the Navy and the U.S. through music," said tenor sax player Musician Seaman Chris Sams of Salem, Va., who was on his first deployment away from the 6th Fleet band's home base in Naples, Italy. "The crowds were very receptive and treated us like celebrities. All of us tried to return the gesture by giving them the best performance we could."

"They are great musicians," said Zhleyazko Nicolov, a Bulgarian naval communications officer. "We don't see Sailors from the American Navy very often — it was nice to see them here. Maybe we can get to know each other better and become better friends."

"I like jazz very much," added Krasimir Kostov, a Sergeant in the Bulgarian Navy, of the first time he had interacted with American Sailors. "The band sounded great. The visit of the American Navy here is important — both sides can learn from the exchange of experiences and learn from each

other."

The 6th Fleet also actively initiated cooperation between the U.S. Navy and the navies of the Black Sea to promote a new era of regional stability.

"The last decade has been one of tremendous change in the Black Sea region," said Commander, U.S. 6th Fleet, Vice Adm. Gregory Johnson, during a reception held in the Bulgarian port city of Varna. "But, we must ensure that the past informs and instructs us and does not obstruct our vision of the future."

While 6th Fleet diplomacy primarily emphasized commonality, another effective tool of diplomacy has been engagement through operational exercises. During their deployment, staff talks between 6th Fleet and representative navies were conducted in each country visited.

"These meetings in each port are very important," said 6th Fleet operations officer, Capt. Jason Leaver of Clear Lake, Iowa. "Being able to meet face to face lets us better understand what kinds of exercise programs they'd like to do with the United States."

"We discussed issues dealing with our partnership for peace," said 6th Fleet policy and strategy officer, Lt. Cmdr. Mike Hill of Lincoln, Neb. "We also discussed issues dealing different aspects of junior officer training and the possibility of joint exercises down the road."

Developing and sharing mutual respect are often offshoots of joint

exercises and junior officer training programs. However, for those in uniform, mutual respect is also expressed by recognizing the sacrifices made by so many before us. U.S. and Black Sea region Sailors came together in Russia, Ukraine, Romania and Bulgaria for wreath-laying ceremonies at respective war memorials.

"It was a very dignified and respectful ceremony that acknowledged the sacrifices of the Ukrainian people and honored their memory and past struggles," said 6th Fleet's Lt. Cmdr. Stanley Keeve of Landover, Md., who attended the ceremony honoring those who fell to recapture Sevastopol from the Nazis.

"I enjoyed the opportunity to witness firsthand a very sacred and time-honored tradition of honoring the sacrifices of others," said Operations Specialist 1st Class (SW) Lawrence Nichols of Detroit, who participated in the Bulgarian ceremony. "I believe that it helps to strengthen the ties between the U.S. and these various countries by showing that Americans are compassionate and sympathetic to their losses, as well as respectful of their customs."

Between staff talks, receptions, community relations projects, wreath laying ceremonies and band performances, 6th Fleet Sailors were also able to enjoy liberty in a region scarcely accessible. From Istanbul's sixth century Hagia Sofia church and Blue Mosque to memorials of times of

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Navy to focus on continually making improvements.

"It's not about how much you improve," he said. "What's important is that in every single thing we do every day, we improve by some amount. Over time it's cumulative."

"I would like everybody in the Department of the Navy, regardless of what their job is, to find a way to do it better tomorrow. Tomorrow, find a way to do it better the next day. Whatever your

relationship is with the people you're around every day, think about how you can make that relationship better. It's amazing what effect that will have."

England then congratulated the fleet, saying that they are the finest military force, not only in the world, but that the world has ever known.

He added, "No country, at any point in history, has ever had a military force like we have today. In Washington, we constantly debate the merits of certain programs or

money, but we don't forget that we do have this magnificent military."

"We try to get our share of the budget and technology to keep our military looking forward to the future, keeping it the finest in the world. I want to remind our Sailors and Marines that they are part of a truly elite force that is greatly appreciated."

For more about Secretary England, go to www.navy.mil and select "Site Index." Choose "L" for Leadership or "S" for Secretary of the Navy.

Bahrain, Middle East Accompanied Orders Resume

By Lt. Cmdr. Daren Pelkie, Navy Personnel Command Public Affairs

WASHINGTON (NNS) — The temporary ban on Sailors taking their families to Middle East duty stations has been lifted.

Concurrent travel to Bahrain and other selected countries within the U.S. Navy Central Command (NAVCENT) has been reinstated under the same rules that applied before the ban took effect.

Detailers from Navy Personnel Command and personnel officials at NAVCENT are working to reunite Sailors who transferred to the NAVCENT area of operations without their families. The officials will

offer accompanied billets to Sailors currently under orders to Bahrain, the United Arab Emirates and other locations in the Middle East.

Duty in support of the Navy's 5th Fleet historically ranks among the most career enhancing.

In recent years, the quality of life for families has improved considerably with the construction of new medical and child-development center facilities at Naval Support Activity Bahrain, as well as the construction of shopping malls and modern facilities off base.

The Bahrain School is

reportedly among the finest in the Department of Defense School system, with nearly 100 percent of its graduates going on to college.

With the additional benefits of some of the best off-base housing found anywhere, and federal income tax exemptions up to certain limits, duty at one of more than 35 commands in Bahrain has become among the most requested in the Navy.

For more information on NAVCENT, go to www.cusnc.navy.mil/pages/navcent.htm. For a copy of the message, go to www.bupers.navy.mil/ and select NAVADMIN 217/01.

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struggle, Sailors had ample opportunity to taste the culture of the region. The 6th Fleet and *La Salle* Morale, Welfare and Recreation (MWR) coordinated tours in every country.

"It's important that Romanians and Americans learn about each other's history and culture so we can understand each other better," said Mihaela Dumitrescu the Constantan tour guide on the trip to the Romanian capital Bucharest. "The best way to learn about people is to meet them face-to-face...not from a textbook."

"Our rich history belongs to everyone," said tour guide Beken Guray, a retired Turkish military officer who now makes a living showing Istanbul's art, culture and history to foreign tourists. "I want to tell the story of my country to the whole world. The best way to learn about the Turkish people is to come and see them firsthand."

"The history here is unbelievable," said Martinez, who enjoyed his first port visit to Turkey and a tour that included the Byzantine-era Hippodrome and the Grand Bazaar. "I took this tour because I might never get another opportunity to see this place."

"I feel like I now understand more about the region's history, culture and society," said 6th Fleet's Legalman 1st Class (SW) Steve Crowston of Dallas, one of approximately 40 Sailors who signed up for the day-long tour to Bucharest. "The people seem friendly, helpful and receptive to Americans."

For more information on the 6th Fleet, go to www.c6f.navy.mil.

Ready, Aim, Fire



Interior Communications Electrician Petty Officer 2nd Class Stephanie Walachy and Cryptologic Technician Petty Officer 1st Class James Mushlit shoot to qualify with the 9 mm pistol on the flight deck of USS *Winston S. Churchill* (DDG 81). Photo by Photographer's Mate 2nd Class (AW) Shane McCoy

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needs. The implementation cell in Pensacola, Fla., will coordinate CNET support for the entire team.

"We have put together a great team," said Harms. "We have experienced people from the fleet, CNET, private industry, academia and government. They understand what the Navy and our Sailors need, and how to create long lasting performance solutions."

The program's goal is to revolutionize and revitalize Navy training and education to provide Sailors the opportunity to succeed and prosper in their professional and personal lives. Task Force EXCEL is expected to challenge old assumptions, implement new processes, and create new tools that will make a real difference in the lives of Sailors and the Navy's war fighting capabilities.

"This is part of covenant leadership, and absolutely necessary if we are to capture the hearts, minds and loyalty of the young men and women who choose to join the Navy team," Harms said.

Go to www.cnet.navy.mil for more information.

Teamwork



Chief petty officer selectees demonstrate teamwork for the chief petty officers of their respective commands by doing curl ups while interlocked as part of the CPO initiation process.

Photo by Photographer's Mate Senior Chief (AW) Jerry McLain

This Week on Navy/Marine Corps News

WASHINGTON (NNS) — Look for the following stories and more on next week's Navy/Marine Corps News show:

- President Bush nominates Air Force Gen. Richard Myers to be the next Chairman of the Joint Chiefs of Staff;
- We'll take an in-depth look at what it takes to be a Marine scout sniper;
- Navy weather forecasters in Sigonella, Italy, help predict the path of volcanic dust clouds;
- Sailors and Marines in Norfolk, Va., get down and dirty to help raise money for the Armed Forces YMCA.

Compiled on tape #2001-36, the show is on its way to the fleet now.

This Week in Naval History:

- Sept. 3, 1782: The United States gives France the warship *America* as a token of gratitude for French aid during the American Revolution. The vessel, the first ship-of-the-line built by the U.S., replaces a French ship lost in battle at Boston.
 - Sept. 4, 1912: The 1st Provisional Marine Regiment, under command of Col. Joseph H. Pendleton, arrives at Corinto, Nicaragua, aboard the transport *Buffalo*, during revolution in the Central American nation.
 - Sept. 5, 1990: During Operation *Desert Shield/Desert Storm*, USS *Acadia* (AD 42) sails from San Diego to the Arabian Gulf for the first wartime deployment of a male-female crew on a combat vessel.
 - Sept. 6, 1861: The gunboats *Tyler* and *Lexington* provide naval support to federal troops during the capture of Paducah and Smithland in Kentucky, strategic locations at the mouth of the Tennessee and Cumberland rivers.
 - Sept. 7, 1846: During the Mexican-American War, Sailors and Marines from the sloop *Warren* capture the Mexican merchant ship *Malek Adhel* in the harbor of Mazatlan, Mexico.
 - Sept. 8, 1939: President Franklin D. Roosevelt proclaims a limited national emergency and increases enlisted strength in the Navy and Marine Corps. He also authorizes the recall to active duty of officers, men and nurses on the retired lists of the Navy and Marine Corps.
 - Sept. 9, 1943: A naval task force, under command of Vice Adm. H. Kent Hewitt, lands allied forces at Salerno, Italy, during Operation *Avalanche*.
- Visit www.history.navy.mil for more information about the Naval Historical Center and naval history.

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